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81-1402/1

10 NOV 1981

MEMORANDUM FOR: Deputy Director for Administration
Deputy Director for Operations
Deputy Director for Science and Technology
Deputy Director for National Foreign Assessment

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FROM :
Director of Personnel

SUBJECT : Agency Civilian Reserve Program

1. As you know, the Director has requested that a civilian reserve program be established to meet the personnel needs of the Agency in the event of a national emergency. In our initial work on this program, we found the following examples of past reserve programs:

National Defense Executive Reserve - The Agency participated in this program from 1958-1962. Approximately 20 reservists were enrolled. The program was phased out because of a lack of use.

Civilian Specialist Reserve - A pilot program consisting of 50 spaces was initiated in 1958 to provide a readily available pool of trained civilian specialists whose skills would be required immediately in the event of war or general emergency. Recruitment for the program proved difficult and it was discontinued in 1960.

Civilian Standby Reserve - This program was also initiated in 1958. The objective was to establish a roster of selected former employees who were willing to return to the Agency in the event of an emergency. Over 700 individuals were invited to become reservists. The program existed for over six years without being required to meet any significant personnel needs.

Civilian Reserve Program - Established in 1964 to provide a list of professional and technical personnel who were qualified and willing to assist the Agency on an occasional basis. About half of the Standby Reservists were invited to affiliate with the revised program. There were few requests for assistance and the program was discontinued in 1972.

Clandestine Services Reserve Program - When the Civilian Reserve was discontinued, the DDO continued its own reserve program with about 100 participants. This program experienced a number of difficulties

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during the ensuing years and moved from a formalized activity to an informal system of record keeping on possible candidates. It was nearly impossible to maintain current information on reservists and they were often not available when a requirement developed.

2. It is obvious from the number of Agency reserve programs established in the past that the concept is attractive and has merit. The lack of satisfaction with these programs indicates, however, that it is extremely difficult to establish and maintain a worthwhile and vital program. There are also considerable administrative burdens involved with clearances, the maintenance of current biographic data and the determination of the availability of reservists. In view of these factors and our limited resources, it is our conclusion that the new Agency Civilian Reserve Program should be limited in size at least during the initial stages.

3. I have discussed with each of you the value of a select reserve cadre capable of meeting essential personnel needs during the critical first stage of a national emergency. This cadre would consist of individuals who could make an immediate impact on the three or four program areas of utmost importance to you in this situation. I would like to confirm your support of such a program and solicit your comments on the composition of the new Agency Civilian Reserve Program. Do you believe that an inactive standby reserve will be adequate to meet your emergency needs? If not, then we must be prepared to establish an active reserve involving individuals who are fully cleared, receive some periodic training, and are available for duty on short notice. Finally, I need to identify those elements of the Agency Civilian Reserve Program that could be staffed by non-CIA candidates and possible sources of those individuals. ?

4. In order to complete our recommendations to the Director on this matter, it is requested that you provide your comments by 20 November 1981.



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skills not available
within the Agency.*

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